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CREATING A PRACTICAL INDUSTRIAL DEVELOPMENT PROGRAM

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CREATING A PRACTICAL INDUSTRIAL DEVELOPMENT PROGRAM

by

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1. If reasonably favorable economic and political conditions exist, some industrial growth will take place in a developing country without organized stimulus. Experience has shown that a sound and aggressive campaign for industrial development will bring about much more industrial growth. An industrial development effort can be organized like a war effort, to mobilize resources, stir the imagination and spirit of the people, and advance according to carefully planned strategy. While the techniques of forcing the pace are still in the early stages of evolution, enough has been learned to enable countries seeking industry to profit from the experiences of others.

CONDITIONS FOR AN INDUSTRIAL DEVELOPMENT PROGRAM

2. The creation of a practical industrial development program should start with an understanding of the prerequisites for industrial growth, and by defining the functions which make up an organized effort to force the pace of industrial growth. Only after this foundation is laid is it time to set up institutions and get the program under way. This is not to suggest that everything in the environment must be just right for industry before a start can be made. If this were the situation, special efforts to speed up industrial development probably would not be needed. However, unless some minimum conditions by way of industrial environment are in order or at least in the process of being put in order, even a well-organized industrial program will have little hope of producing worthwhile results.

FUNCTIONS AND METHODS OF INDUSTRIAL DEVELOPMENT

The Industrial Development Functions

3. A program to speed up the industrial development of a country consists of several different but related functions. A country may have development agencies performing one or more of these functions, but the program as a whole may not be successful because some of the important tasks are not being undertaken. There are eight core functions which should be carried on in any country which is setting out to force the pace of industrial development:

a. Improving the investment climate
b. Identifying industrial opportunities
c. Evaluating the feasibility projects
d. Attracting investment
e. Assisting investors
f. Financing projects
g. Improving industrial productivity
h. Performing applied industrial research

4. The creation of a practical industrial development program means getting work on these functions started. There are, of course, other related functions such as technical education, economic planning, and building the infrastructure, but they will not be discussed here. The last three items, Financing projects, Improving productivity, and Applied research, will also be omitted because they are being covered in other papers, and they generally should be made the responsibility of three separate and specialized institutions: an Industrial Development Bank, a Productivity Center, and an Applied Research Institute. The five basic functions listed first fit together well as the work of a single institution which we shall call an Industrial Development Center (IDC) and which will be the main agency to organize and push the industrial development drive. Its functions will constitute the industrial development program.

Improving the Industrial Climate

5. The rate of industrial growth in any country is greatly influenced by what is often called the "industrial investment climate", a term encompassing all environmental factors affecting the ability of industry to operate successfully. These include:

a. The attitudes and policies of government toward private business, foreign capital and personnel, and industrial problems generally

b. Taxation, including rates, exemptions and procedures

c. Import and tariff policies, such as protection for new industries, import duty relief on capital goods and materials

d. Foreign exchange controls affecting imports and repatriation of capital and earnings

e. Immigration rules affecting the inflow of skilled personnel

f. Financing, its availability and cost

g. Labor, its availability, skills and costs, laws affecting employment of labor and the position and attitude of labor itself

h. The infrastructure of power, fuel, transport, water and communication facilities, and their pricing

i. The availability of suitable plant sites and their cost

j. The availability of services needed by industry

6. Systematic efforts to better these elements are known as investment climate improvement work, a vital part of an industrial development program. If well done, this work can reduce the risks of new industries, thus increasing the numbers started and enhancing considerably their chances of success and their contribution to the economy. It should be noted that every climate factor listed is subject to great influence by laws, regulations, government budgets, or the attitude of people, and all can be changed if the need for changes is accepted.

7. How is industrial climate improvement work done? First, the problems encountered by those seeking to establish or operate industries must be identified clearly. This can be done by investigating how and why projects have been delayed or killed or hampered by unsatisfactory climate factors. Documented case studies are needed.

The remedial action required in regard to each major problem should be developed in detail. The strategy for getting action on each problem must be prepared thoroughly to mobilize support for new policies or laws. Item by item, the IDC should attempt to get the industrial climate improved by every method of persuasion and pressure it can muster. The work of improving the climate is a continuous task requiring follow-up on old problems and attention to new difficulties as they arise.

Identifying Industrial Opportunities

8. It is a well-recognized fact that one of the greatest barriers to industrial development is the lack of industrial entrepreneurs - men who can see a potential industrial opportunity, who can measure its soundness, and who can put together a project in a way to attract financing, and who can do all that is necessary to get a new industry into operation. In a highly developed society, private businessmen are continually looking for new industrial opportunities, and rarely is a really good possibility neglected for long. In a less developed country good industrial opportunities may go unnoticed indefinitely unless people with sufficient knowledge of business and specific industries recognize the possible project and do something about making it into a business. To make up for the shortage of entrepreneurs is one of the prime functions of the IDC. It must do at least part of the job of discovering industrial opportunities so that, if the projects turn out to be feasible, necessary financing and management can be attracted.

9. How can the IDC discover industrial opportunities? It can proceed in a systematic, scientific way to examine areas of possible opportunity. This may be done by making studies of broad sectors of industry such as textiles, chemicals, wood products, and food processing. The industry studies should be made by or with the help of specialists intimately familiar with the technology and economics of each industry being examined. Through a study of raw materials, labor skills, markets, comparative production costs, and inter-relationships in the industry, capable industry employers can identify the missing links and the logical next steps in development.

10. Another useful technique is to examine in a preliminary way the feasibility of producing any product which is being imported in significant quantities, and of upgrading any major product being exported in unprocessed form. Additional ideas to test may be obtained by listing industrial operations being carried on in other developing countries. Ideas may also be stimulated by using a standard industrial classification as a guide and by analyzing interindustry relationships. The product of screening is a preliminary list of possible opportunities which seem sufficiently promising to warrant more thorough feasibility study. The screening process should go through several stages - a rough listing of ideas which may total a hundred or more, a series of refinements in which the list is narrowed down by critical examination to perhaps one or two dozen possibilities which seem to justify high priority for detailed study. Through this process new possibilities are continually added, and some are advanced to the feasibility study stage, while others are dropped or relegated to low priority until more is learned of the probable technical or economic merits.

Measuring the Feasibility of Industrial Projects

11. The examination of project feasibility, one of the most important functions of an IDC determines the soundness of industrial opportunity ideas which have originated in the IDC, or passes upon the merits of projects which have been prepared by a prospective investor or machinery seller. In either case three different kinds of feasibility need to be evaluated.

12. The first is technical feasibility. The proposed project must have the right selection of machinery and processes so it can make what it is supposed to make, and produce it competitively. It must have access to suitable materials, power, fuel, water, transport, and other requisites on a reliable basis and at acceptable prices. It must be able to obtain the labor it needs, either skilled or trainable. The right location which maximizes the project's advantages must be found. Making such studies usually requires the assistance of highly specialized engineers who are knowledgeable about the industry, its technology, and its technical requirements. If the project design has not been developed, the IDC may have to determine the appropriate size, the process to be used, the machinery and buildings needed, and the location.

13. The second kind of feasibility that must be evaluated is commercial viability - the prospective soundness of the project as an investment, either of private or public funds. This analysis requires the application of normal accounting techniques to the technical requirements and local cost data. For the proposed volume of production the amount of needed material, supplies, labor, power and fuel is computed to arrive at direct manufacturing costs. When depreciation, management and selling and other overhead expenses are included, the annual operating costs can be derived and compared to projected revenues obtained by multiplying the expected volume by the estimated sales price. These calculations will show the probable profit before taxes of the proposed project and, when the amount of investment needed is taken into account, the return on total investment. This is the commercial profitability which is the measure of the probable value of the project to its owners.

14. The third kind of feasibility, and the only one which justifies public subsidy of one kind or another, is the prospective value of the project to the national economy, the gain which it should produce in the national income. This kind of feasibility is often not thought of, much less measured, thanks to the erroneous but common idea that any industry which can be profitable must be good for the country. Only when the IDC has measured the national economic profitability of a project can it advise soundly what subsidy, if any, is needed to make the project investible, and what national value the project will have to justify the subsidy.

15. Measuring the national economic profitability requires that the cost of production in the project be recalculated on the basis of the real cost to the economy of each item. This means eliminating taxes, pricing foreign exchange realistically, and calculating labor and materials at their best alternative value to the economy (if any). The value of the product to the economy is what the goods could be purchased for on the world market and brought to the country, before duty is levied. This is the "make or buy" concept, for a country always has the choice - import the product, or attempt to manufacture it. If the figures show the real economic costs of making the product are lower than the cost of importing it, the project has positive value to the economy. If not, the IDC should attempt to calculate whether unmeasurable benefits, such as training and influence on further industrialization, are enough to justify the amount of subsidy needed to make the project commercially profitable.

Attracting Investment

16. The successful discovery of an industrial opportunity and the detailed examination of its feasibility will contribute nothing to the development of the country unless capital and management are attracted to the project and unless they set it up as an operating industry. Attracting investment is the marketing phase of

industrial development, and perhaps the most important part of the work of the IDC. In at least one of the most successful industrial development programs in the world, Puerto Rico's investment promotion constituted more than half of the total effort.

17. To most countries seeking industrial investment the promotion of such investments has consisted of little more than publicity in capital exporting countries about the investment climate and the general nature of industrial growth possibilities in the developing country concerned. Such efforts are basic and desirable and can create an image that the country is progressive and welcomes foreign capital and industrial knowledge, but a serious investment attraction program must involve much more than this "shotgun" approach aimed at investors in general. What is needed is a "rifle" approach in which specific investors are identified as being likely prospects for a specific industrial project which has been prepared sufficiently to be ready to attract investor interest. Using this technique, the IDC should develop projects to the point where their value to the economy is established and to the point where possible private investors will do the remaining work of investigation and plant design and actually make the investment. The degree to which projects should be carried by an IDC naturally varies considerably. In some cases a preliminary feasibility study is enough to establish the value of the economy of the project and attract a potential investor to make his own detailed feasibility study. In other instances the IDC must develop the project through the stages of detailed feasibility study, site selection, plant design, and then publish a detailed technical-economic prospectus which a potential investor merely needs to review to determine whether to invest.

18. When the IDC has made a thorough feasibility study prior to any potential investor's expressing active interest in the project, the strategy of promotion needs to be carefully planned. Investors can be placed in two broad groups, manufacturers and financial institutions. The first have a reason to be interested in a project because of their experience in manufacturing and marketing the product. These are the investors of highest value, for their contribution of technical and management experience, marketing connections, and possibly accepted brand names, patents, and licenses, may be much more valuable to the country than the mere money they invest. Financial institutions such as banks or generalized investment companies with no specialized industry knowledge or connections are often highly desirable in completing the financing for a project, but rarely will they sponsor the project in the first instance and supply the vital elements of management and market connections.

19. Identifying the potential primary investors is a major part of investment promotion work. It is readily possible to identify the major companies in the world which own or participate in the operation of plants in the same industry in foreign countries and those producing the product in their own countries, but not operating elsewhere. Companies producing the product abroad for export to the country seeking the investment should be identified as very important targets because of their natural desire to protect the markets they have developed.

20. The other kind of investors, who do not operate manufacturing plants directly but who participate in the financing, usually have no strong preference for one kind of manufacturing compared to another. Generally they do not want to become involved in the management of industries, preferring to play the role of investment bankers while satisfying themselves that the projects are feasible and that management is in the hands of others who are technically and commercially competent. This type of financial institution makes an ideal partner in a project, supplying either loans or share capital or both. Some investment companies of this kind are branches of commercial banks, some are industrial investment companies which are offshoots of wealthy individuals or corporations, others are international financing institutions started with capital from governments.

21 How should an IDC make contact with potential investors and interest them in considering investments? Some will "walk in the door" and express interest in hearing about investment opportunities; others will initiate contact by correspondence. With those who take the initiative the job of the IDC is simple - maintain the contact, and develop it. To generate new prospects requires IDC initiative. Partly it can be done by mail. When a feasibility study is prepared it can be sent to all firms which have been identified as potentially interested. Other promotional material such as news of industrial development, lists of possible new industries and background material on investment climate, can be sent to large mailing lists of firms known to be concerned with international investment. The most productive type of prospect development, however, is direct contact in which a representative of the IDC calls on top officials of companies which are potential investors, and places before them the project prospectus and offers to supply any additional information desired. Any country with a serious investment attraction program needs to have energetic and personable promotion officers resident in Europe and North America continually calling on investors. In this work, and in the identification of the prospective investors, developing countries often benefit from assistance of industrial consultants and public relations counsels.

22. Developing contact with the financial institutions is another part of the work of investment promotion officers resident in the capital exporting countries. As there is a limited number of these investment institutions, the IDC should know them well, and continually refer projects to them. They are always looking for good, well-prepared projects. They may also be able to suggest other companies which might participate in the financing or management of projects.

Assisting Prospective Investors

23. Any country with industrial opportunities, a good investment climate, and an active industrial development and investment attraction program will soon have a steady flow of potential visitors coming in person to see for themselves. Others will be writing with questions relating to projects. An important part of the work of the IDC is to serve these potential investors in a variety of ways. Their questions must be answered promptly and fully. This may involve supplying an item of readily available information or it may involve extensive investigation and analysis which may even constitute a complete private feasibility study. Such help may include market research, obtaining local cost data, finding legal or architectural help or investigating alternative sites. Performing this type of consulting research work free for one potential investor on an exclusive and private basis should not be regarded as inappropriate. A prospective investor who has taken the initiative to seek help in preparing or evaluating his project idea is already half committed and is much more likely to end up making the investment than prospects who are approached "cold" by investment promotion personnel. If the inquirer for whom special research has been done fails, within a reasonable time, to take action on the investment project, the IDC should retain the right to take the material to other investors who might be interested.

24. A different kind of service to potential investors consists of helping them break through the obstacles standing between them and their proposed investments. They may arrive in the country as strangers without contacts or even the names of the people they should see. It is the work of the IDC to act as guides and advisers to such visitors, making sure they have the opportunity to meet the officials and businessmen who can help them, and ensuring that they get the access to the information they are seeking. They should be shown a selection of successful

enterprises and be introduced to the managers who can give them direct observations on the problems of starting a new industry in the country. The IDC should be prepared to set up a program which will make the best use of the visiting investor's time. When the project moves past the stage of feasibility inquiry, the IDC should be ready to help the investor obtain any necessary government approvals, guarantees, incentive benefits, subsidies, or concessions, which he is entitled to, and which the IDC, as a result of its analysis, considers it in the public interest for the new industry to have. Throughout the whole process of project investigation, analysis, and finalization, the IDC in effect acts as an adviser and consultant to the prospective investor, and an intermediary between him and the government to whatever extent he wishes to use the service.

25. Once the investor has made a commitment to go ahead with his project the work of the IDC is not ended. It should continue in the closest cooperation with the investor until his factory is in successful operation. He may need help in finding key local staff, in setting up a training program, in getting title to land, in selecting a contractor, in establishing a marketing system, in expediting customs clearance on machinery, and a hundred and one other details. The IDC, being intimately familiar with both government and business in the country, is in the ideal position to help the newcomer solve the problems which stand in the way of success for his new industry.

ORGANIZATION FOR INDUSTRIAL DEVELOPMENT

Institutions to Perform the Industrial Development Functions

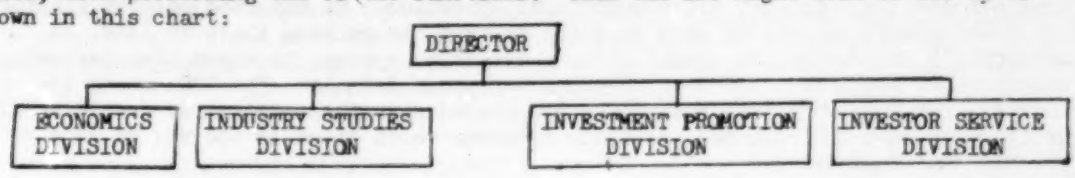
26. The functions which make up the Industrial Development Program will be performed by people working in and through the organized framework of institutions. The five functions discussed in detail may well be assigned to the single institution, the Industrial Development Center.

27. Because the functions of the IDC represent activities of an official nature mainly designed to assist and encourage the development of industries which will be privately owned and managed, the IDC occupies a position somewhere in between the government and the private sector. The IDC, representing as it does official policy toward industry, and using government funds for its work, is basically a government agency. The need for it to occupy middle ground between government and private business argues that it should be somewhat outside of the regular ministerial machinery of government. Such a position should help insulate it from the pressures of politics and help to keep its work on an objective and technical basis. It should also help it to operate more along commercial lines through avoiding some of the restrictions of governmental system. This quasi-official status may be obtained by establishing the IDC as an independent public service corporation with a board of directors representing both government and business. Such a board, if composed of influential and public spirited citizens, should be able to create for the IDC a role of importance in such matters as improving the industrial climate. A joint government-business board should serve as a bridge between the public and the private sector, and help make industrial development the national campaign in the public interest which it should be. The board should concern itself only with the policies to be followed by the IDC, and with the efficiency with which the institution carries out its work. The day-to-day operation of the IDC should be delegated completely to its Director.

28. The Director of the IDC should be a leader of such stature and prominence in the country that he personally can impart to the organization some of the status it needs to be effective. The Director must be a dynamic organizer, capable of attracting highly qualified personnel, and building them into a strong and active organization. He must have the confidence of top government leaders so he can influence the changes in official policy needed to improve the industrial climate. He must have the confidence of investors and industrialists so they will be serious about investment projects brought forward by the IDC. While it is naturally desirable for the Director of the IDC to be a man with technical knowledge of industry, this is not nearly as important as his talent for organizing and promoting. The Director must be well supported by his technical staff, but he must have the capability himself to attract various and often divergent interests to work together to invest in new industries.

The Organization and Staffing of an Industrial Development Center

29. The responsibilities which have been described for the Industrial Development Center could be distributed in various ways within the organization, but the different nature of the various functions suggests that the IDC should be composed of several units, each performing one of the functions. Thus the IDC might well be set up as shown in this chart:



30. The Economics Division should be responsible for work not strictly related to only one specific industrial project. Its areas of work should include:

(a) Industrial planning
(b) Advisory services to government on industrial policy questions
(c) Investment climate improvement work
(d) Preliminary screening for industrial opportunities
(e) Infrastructure studies (transport, power, etc.)
(f) Industrial land availability work
(g) Background studies (labor, incentives)
(h) Development of industrial statistics
(i) Evaluation of industrial progress

31. The Industry Studies Division should be responsible for the development and evaluation of specific projects. Its work should include:

(a) Preliminary evaluation of project ideas
(b) Industrial project feasibility studies (all aspects, including engineering, commercial prospects, economic value to country)
(c) Market research related to projects
(d) Evaluations of alternative locations and sites
(e) Plant design or evaluation, and costing
(f) Financial estimates
(g) Preparation of prospectuses

32. The Investment Promotion Division should be the marketing arm of the IDC with responsibility for finding the prospective investors. Its work should include:

(a) Identification of potential investors for specific projects
(b) Preparation of promotional material, both general, and project
(c) Distribution of promotional material to prospective investors

provinciale aussi bien sur le plan économique que sur le plan intellectuel et culturel;

- l'essor de nombreux centres industriels secondaires dans les petites villes de 10.000 à 100.000 habitants qui disposent déjà d'un équipement industriel au moins embryonnaire et qui, étant encore proches du monde agricole, constituent les lieux où chefs d'entreprises et main d'oeuvre peuvent trouver le maximum de facteurs favorables à leur rencontre. C'est le cas de toutes les villes du pourtour de la presqu'île bretonne : St-Nazaire, Vannes, Lorient, Quimper, Brest, Morlaix, Guingamp, Dinan, St-Malo, etc...

- enfin la création d'un artisanat industriel en milieu rural grâce à de petits centres d'activité industrielle susceptibles d'accueillir quelques entreprises comptant chacune peu d'ouvriers et par conséquent de fixer dans la région même la main d'oeuvre disponible d'origine agricole : tel est les cas de la région agricole qu'est l'Argoat.

Une telle politique suppose pour son application une planification économique conçue au niveau de l'Etat appuyée sur des aides financières dosées en fonction des caractéristiques de chacune des régions intéressées.

L'Etat veille donc ainsi à l'établissement de programmes d'action régionale qui définissent les grandes lignes d'un développement rationnel et coordonné des diverses régions de France, dans les limites tracées par le IVème Plan à l'échelle nationale. Les programmes sont complétés par la définition de "tranches opératoires" qui prévoient l'évolution économique de la région par zone et par secteur d'activité, avec un ordre d'urgence des opérations à réaliser.

Sur le plan financier, l'Etat incite les entreprises à inscrire leurs projets dans le cadre ainsi défini en leur offrant certains avantages, tels que :

- des primes spéciales d'équipement, véritables subventions accordées au prorata des emplois créés et des investissements réalisés,

- des prêts à long terme réalisés auprès du Crédit National ou de la Caisse Centrale de Crédit Hôtelier, Industriel et Commercial.

Il peut s'y ajouter des prêts de productivité et d'organisation, des subventions pour adaptation professionnelle et transferts de main d'oeuvre et des exonérations fiscales, sans parler de la construction par la collectivité publique elle-même de centres de formation professionnelle accélérée et de collèges techniques dont l'existence est indispensable au bon démarrage des nouvelles industries.

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Pour leur part, et sur le plan local, les municipalités et les chambres de commerce favorisent l'implantation d'usines en aménageant par avance des zones industrielles qui permettent à la fois de grouper rationnellement les nouveaux établissements sur des terrains bien adaptés, bien situés et pourvus aux moindres frais de tous les équipements généraux et réseaux divers dont ils peuvent avoir besoin, et de donner une plus grande souplesse au marché du travail dans l'agglomération considérée. Les zones industrielles s'imposent dans les centres susceptibles d'attirer une masse relativement importante de main d'oeuvre nouvelle.

(d) Correspondence with potential investors
(e) Direct contact with potential investors

33. The Investor Service Division should have the responsibility to do all things possible to help potential investors make their investigations, arrive at investment commitments, and get their projects started. Its work should include:

(a) Obtaining information requested by investors
(b) Making arrangements for visiting investors
(c) Assisting investors in dealings with the government
(d) Assisting investors in solving problems which delay projects
(e) Providing consulting service to investors in setting up operations

34. The quite different nature of the work of the several divisions suggests that different kinds of people are required to do their work well. The Economics Division requires mainly industrial economists, preferably at least one with legal training. The Industry Studies Division needs engineers and economists with a broad knowledge of industry, and also of finance and economics. The Investment Promotion Division needs salesmen who have a broad understanding of industrial economics and finance. The Investor Service Division requires business administration type personnel with a consultant's talent for identifying and solving business problems.

Une fois décidé l'aménagement d'une zone industrielle, les collectivités locales responsables ont à faire face à une série de problèmes d'ordres très divers :

- détermination de la superficie à équiper dans une première étape de cinq ou six ans (ce qui n'empêche nullement la constitution de réserves foncières à utiliser ultérieurement). La superficie à équiper est essentiellement fonction des perspectives de l'emploi, liées elles-mêmes à l'activité économique dans la région, aux perspectives démographiques, enfin aux possibilités de formation professionnelle.

Elle est calculée à partir du nombre d'emplois industriels à créer tel qu'on peut le déduire des estimations du IVème Plan, mais, comme les industries qui s'implanteront sur la zone ne sont pas connues à l'avance dans la plupart des cas, on doit se contenter de moyennes calculées par référence à des expériences antérieures; on admet généralement une moyenne de 60 à 70 postes de travail par hectare de terrain nu (abstraction faite de certaines industries lourdes pour lesquelles la densité est beaucoup moindre).

Lorsqu'il s'agit d'agglomérations importantes, il apparaît souvent préférable de scinder la superficie à équiper en plusieurs zones à vocation nettement différenciée : les unes près de la voie d'eau sont réservées aux industries lourdes, les autres, raccordables au fer, aux industries "moyennes", les dernières enfin, réservées aux industries "légères" ou aux laboratoires, n'ont aucune liaison avec la voie d'eau ou la voie ferrée. Cette formule a notamment été adoptée par Bordeaux et par Nantes.

- études techniques préalables à la réalisation. Ces études qui concernent les divers réseaux nécessaires à l'équipement général des zones (desserte ferroviaire, voirie, assainissement, eau, électricité, gaz, télécommunications, etc...) permettent d'aboutir à un bilan prévisionnel de l'opération.

- réalisation concrète : acquisition des terrains, lancement des travaux, surveillance de leur exécution, enfin revente par lots de la zone équipée.

Les collectivités locales sont, dans de nombreux cas, insuffisamment outillées pour mener à bien de telles opérations. Elles suscitent alors la création de Sociétés d'Economie Mixte d'Equipement qu'elles chargent d'étudier et de réaliser sous leur contrôle et celui de l'Etat, telle ou telle opération. Ces Sociétés d'Equipement peuvent alors agir avec beaucoup plus de souplesse que ne le font les collectivités locales, tenues à des procédures administratives mal adaptées à la nature commerciale de ces opérations, et leur efficacité n'est maintenant plus à démontrer.

Les Sociétés d'Equipement peuvent, en outre, bénéficier du concours de la Société Centrale pour l'Equipement du Territoire qui met à leur disposition un pool de services administratifs, financiers, comptables, juridiques, fiscaux et techniques déjà expérimentés en la matière. Grâce à cette collaboration, plus de 2.000 hectares de terrains industriels, répartis entre une soixantaine d'agglomérations, avaient été acquis par les Sociétés d'Economie Mixte et se trouvaient en cours d'équipement ou équipés au printemps de 1962. Sur ce total, environ 700 hectares équipés avaient déjà été revendus à des industriels. Le nombre d'entreprises implantées dans ces conditions s'élevait à près de 260.

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